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CONFIDENTIAL

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COMMITTEE ON GOVERNMENT PRODUCTIVITY

17

INTERIM REPORT

Number Three

Ministers' Reference Material

November 30, 1971



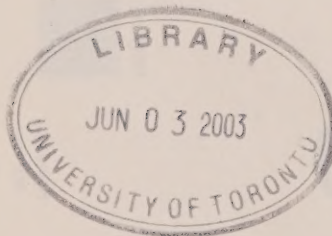
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**D.G. HARTLE**

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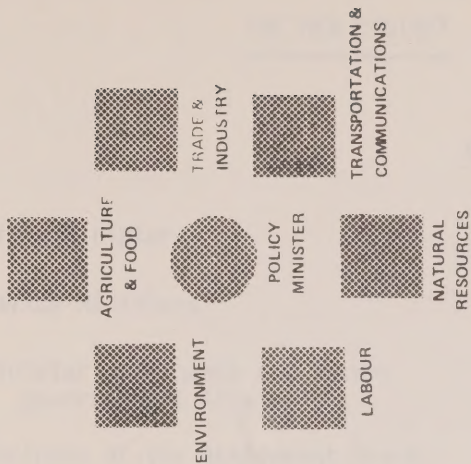
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SOCIAL DEVELOPMENT POLICY FIELD



ENVIRONMENT AND RESOURCES DEVELOPMENT POLICY FIELD



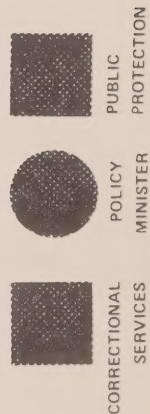
PRIME MINISTER



MINISTER OF FINANCE & INTERGOVERNMENTAL AFFAIRS



CHAIRMAN OF MANAGEMENT BOARD







THE NEW CABINET

	<u>Proposed</u>	<u>Now</u>
Prime Minister	1	1
Policy Ministers	3	0
Minister of Finance and Inter- governmental Affairs	1 )	1 (Treasurer)
Chairman of the Management Board	1 )	
Ministers	13	19
Minister of Revenue and Government Services	1	0
Ministers without Portfolio		3
	<u>20</u>	<u>24</u>





## SUMMARY

Special terminology used in this summary and in the full report which follows is defined in an attached glossary. (pp. 66 )

### THE NEW ORGANIZATION

This Third Interim Report makes recommendations designed to enhance the performance of the government, Cabinet and of individual Ministers.

A basic principle of the report is that since existing social systems are in a constant and accelerated state of change, organizations themselves must adapt appropriately. Accordingly, the report suggests an organization capable of change to meet the demands of society, while at the same time being able to preserve a degree of stability.

Acknowledging Ontario's history of growth, the report puts forward four reasons for the proposed changes:

1. lack of ministerial time of policy making;
2. that the organization of the provincial government has grown so large and complicated that it has become difficult to manage;
3. because the demand for services is outstripping available revenue an improved priority-setting system is required;
4. the operation of individual government departments as separate and distinct entities is no longer appropriate to cope with issues that increasingly involve more than one department.

While some organizational change has taken place over the years, the complexity of modern life now necessitates a fundamental restructuring.

The report suggests structures for policy making and policy implementation and a new style of management to promote receptivity to change among both elected



and appointed officials. The new structure incorporates all existing programs.

The structure would strengthen the accountability of ministers for both the making and implementation of policy. Policy makers and program managers would also be encouraged to foresee altered circumstances and future needs and to prepare and plan for them.

This approach calls for considerable latitude and variety in management methods and organizational designs.

### Policy Ministers

One important conclusion is that a new kind of Minister is needed - one who is completely free of the responsibilities and burdens of the chief executive of a department. Such Ministers would be called Policy Ministers.

The objective is to make available more ministerial time for Cabinet matters. The new Policy Ministers would be responsible for providing leadership in the development of policy in areas of public affairs for which the C.O.G.P. uses the term Policy Fields.

Policy Ministers, along with the Chairman of the Management Board (Treasury Board), the Minister of Finance and Intergovernmental Affairs (Treasurer), and the Prime Minister, as Chairman, would make up the Policy and Priorities Board of Cabinet. As members of that Board, Policy Ministers would assume a leadership role in developing new policies and programs and in evaluating existing ones.

A Policy Minister's freedom from administrative responsibilities is also intended to allow him to initiate improvements in the linkages between government and citizens. An important part of this process would be to explain government policy and obtain reaction from citizens.



Accordingly, the new organization would have two types of Ministers - Policy Ministers and Ministers with program responsibilities. Having no "super" ministerial status nor any control over the ministerial activities of his colleagues within his policy field, the Policy Minister would derive his influence from membership on the Policy and Priorities Board and the chairmanship of his policy field committee. All Ministers would have equal status in Cabinet and the right to question policy recommendations.

### Ministers

A Minister would be responsible for a ministry which would be composed of a traditional department with its related agencies. He would develop policy for his own portfolio, and as a member of his policy field committee participate in the policy-making process involving the other ministries in his policy field. The collective responsibility of a Policy Minister and Ministers within a policy field would be to examine individual policy proposals and then make recommendations to the Policy and Priorities Board.

### Policy Fields

A policy field would be a grouping of ministries whose purposes are closely related and whose programs provide direct service to the public. Thus, policy issues within a policy field would be considered by the ministers in that field before recommendations are sent to the Policy and Priorities Board of Cabinet.





There would be three Policy Fields:

- \* Social Development;
- \* Environment and Resources Development;
- \* Justice.

There would be from 3 to 6 ministries in each policy field.

All existing programs would continue, with some regrouping in a number of areas.

#### Social Development Policy Field

This would be concerned with the well-being of individuals and families in the following areas:

- \* intellectual development;
- \* constant improvement of general educational programs;
- \* physical and mental health;
- \* social services to those unable to meet their basic needs,  
and
- \* community services.

The following ministries would provide the services: College and University Affairs, Education, Health, Housing and Social Services.

#### Environment and Resources Development Policy Field

This policy field would be concerned with the:

- \* industrial development
- \* the enhancement of the agricultural sector



- \* development and preservation of the province's resources
- \* development of labour policies in a broad economic context
- \* planning and development of all modes of transportation and communications
- \* environmental management, and
- \* provision of employment.

The following ministries would provide the services: Agriculture and Food, Labour, Natural Resources, Environment, Trade and Industry, and Transportation and Communications.

#### Justice Policy Field

This policy field would focus on:

- \* the traditional responsibilities of the Government in regard to the prevailing legal system
- \* administration of the Courts
- \* the protection of the basic rights of citizens, and
- \* the commitment by the Government to help offenders against the law to live within the law.

The Justice Policy Field would also embrace governmental activities dealing with the safety and protection of the public, including law enforcement. It would be a purpose of the Government to show visible concern for the safeguarding of basic human rights within our society.

The following ministries would provide the services: Attorney General, Correctional Services, and Public Protection.



### Policy Field Committees

Policy coordination would be achieved within each Policy Field by a policy field committee. This committee would be chaired by a Policy Minister and would include the Ministers within the policy field. These committees would review ongoing programs within the policy field and identify new program areas. Policy submissions developed by the ministries would be fully discussed in these committees before going to the Policy and Priorities Board.

The proposed membership, though obviously one of several alternatives, is held to be the most advantageous at this time.

### Other Ministries

Two additional ministries would accommodate important functions and activities which do not fit logically into any of the three policy fields:

- \* The Ministry of Finance and Intergovernmental Affairs,
- and \* The Ministry of Revenue and Government Services.

### Ministry of Finance and Intergovernmental Affairs

This ministry would be quite different in character from those in the three policy fields. The Treasurer would become the Minister of Finance and Intergovernmental Affairs and would have an integrating role similar to that of the Policy Ministers in their respective policy fields.





The Ministry's primary functions would be:

- \* to recommend fiscal, economic, regional and intergovernmental policies.
- \* to provide advice ensuring consistency amongst the above policies and the programs proposed by the policy fields.
- \* to ensure appropriate financial relationships amongst the governments so that Ontario is effectively served.
- \* to ensure coordination and consistency amongst municipal, regional, provincial, federal and international programs of the Government.

The responsibilities proposed for this ministry would place a heavy load on the Minister. Parliamentary Assistants would assume some of his responsibilities dealing with municipalities, regional councils and delegations. They would also serve as a two-way channel of information between local governments and the Provincial Government.

#### Ministry of Revenue and Government Services

The Ministry of Revenue and Government Services would collect most of the Government's revenue, and would provide support services to other ministries such as office space, data processing, etc.

The Ministry would manage the support services in such a way as to make quality and cost of service attractive to program managers,



encouraging them to use such support services to advance the effective management of their program. Nevertheless, program managers would have more freedom to obtain service wherever criteria of cost, quality, and delivery are best met. This could be in government, but outside this Ministry, or in the private sector.

Much detailed planning will be needed to define the appropriate program content for each of the support service groups.

#### Staff Support for Policy Management

Policy management would include the Cabinet, Policy and Priorities Board, Management Board, Policy Ministers, Ministers, policy field committees, and the Minister of Finance and Intergovernmental Affairs. Each would require staff support.

It is intended that their staffs should represent a reasonable balance between continuity and a regular infusion of new ideas, perspectives, and approaches.

#### Management Board of Cabinet

Policy management and program management would be linked through common membership of the chairman of the Management Board and the Minister of Finance and Intergovernmental Affairs in both the Policy and Priorities Board and the Management Board. In addition to these two Ministers the Management Board would include at least one Minister from each policy field and the Minister of Revenue and Government Services. The Management Board



would be responsible for personnel policy.

### Implementation

The recommended plan for reorganization is of such dimensions that it cannot be fully implemented quickly. The detailing of the structure, and the designing of relationships and systems required to bring it to life will rest with Ministry personnel.

The implementation process should not be viewed as a one-time effort. It would, rather, be the beginning of an evolutionary process which would need to involve those within government. Some of the ideas advanced involve far-reaching changes and could take a number of years to implement fully.





PROGRAMS AND ACTIVITIES OF PRESENT DEPARTMENTS  
AND  
ALLOCATION TO PROPOSED MINISTRIES

Revised November 24th/71/DL/mjd



PROGRAMS AND ACTIVITIES OF PRESENT DEPARTMENTS  
AND  
ALLOCATION TO PROPOSED MINISTRIES

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Department of Agriculture and Food	14
Department of Correctional Services	15
Department of Education	16
Department of Energy and Resources Management (now Environment)	17
Department of Financial and Commercial Affairs	18
Department of Health	19
Department of Highways (now Transportation and Communications)	20
Department of Justice	21
Department of Labour	22
Department of Lands and Forests	23
Department of Mines and Northern Affairs	24
Department of Municipal Affairs	25
Department of the Prime Minister	26
Department of the Provincial Secretary and Citizenship	27
Department of Public Works	28
Department of Revenue	29
Department of Social and Family Services	30
Department of Tourism and Information	31



Department of Trade and Development	32
Department of Transport (now Transportation and Communications)	33
Department of Treasury and Economics	34
Treasury Board	35
Department of University Affairs	36
Departments and Offices not Analyzed or Allocated	37

NOTE: Departments are as shown in the Government's  
Expenditure Estimates 1971-72.





DEPARTMENT OF AGRICULTURE AND FOOD

<u>PRESENT PROGRAMS</u>	<u>PRESENT ACTIVITIES</u>	<u>PROPOSED MINISTRY</u>
Agricultural Production	All Activities	Agriculture and Food
Rural Development	- A.R.D.A.	Agriculture and Food
	- Grants under Community Centres Act	Housing and Social Services
	- Ontario Telephone Services	Transportation and Communications
Agricultural Marketing	All	Agriculture and Food
Agricultural Education and Research	- Education	College and University Affairs
	- Research and Services	Agriculture and Food



DEPARTMENT OF CORRECTIONAL SERVICES

PRESENT PROGRAMS

PRESENT ACTIVITIES

PROPOSED MINISTRY

Departmental Administration

All

Correctional Services

Rehabilitation of Adult Offenders

All

Correctional Services

Rehabilitation of Juveniles

All

Correctional Services



DEPARTMENT OF EDUCATIONPRESENT PROGRAMS

Formal Education K - 13

PRESENT ACTIVITIES

Grants to Ontario Educational Communications Authority

PROPOSED MINISTRY

College and University Affairs

All other activities

Education

Assistance to School Authorities

All

Education

Special Educational Services for the Handicapped

All

Education

Continuing Education

All

College and University Affairs

Community Services

Youth, Recreation and Leadership Training

Housing and Social Services

Public &amp; Regional Library Services

College and University Affairs

Student Summer Activities

All

Education

Departmental Administration

All

Education

(Further analysis required regarding Teachers' Superannuation Fund and possible integration with Government Pension programs)



DEPARTMENT OF ENERGY AND RESOURCES MANAGEMENT (Now ENVIRONMENT)

<u>PRESENT PROGRAMS</u>	<u>PRESENT ACTIVITIES</u>	<u>PROPOSED MINISTRY</u>
Renewable Resources Management	Field Services	Natural Resources
	Engineering and Technical (This includes Conservation Authority Grants)	Natural Resources
	Youth Corps (S.W.E.E.P.)	Natural Resources
Waste Management	All	Environment
Air Management	All	Environment
Departmental Administration	Allocation not finalized	Environment
	(This program includes a statutory grant of \$1,700,000 to HEPCO. Further recommendations will be forthcoming from C.O.G.P. in regard to Hydro).	
<u>Ontario Water Resources Commission</u>		
Management of the Quality and Quantity of Water	All	For policy - Environment
Provision of Sewage and Water Facilities and related funding program	All	For policy - Environment
(In regard to both of these programs, further analysis is required regarding responsibilities for delivery of services and the quasi-judicial function of the Commission).		

(In regard to both of these programs, further analysis is required regarding responsibilities for delivery of services and the quasi-judicial function of the Commission).





DEPARTMENT OF FINANCIAL AND COMMERCIAL AFFAIRS

<u>PRESENT PROGRAMS</u>	<u>PRESENT ACTIVITIES</u>	<u>PROPOSED MINISTRY</u>
Departmental Administration	A11	Public Protection
Ontario Securities Commission	A11	Public Protection
Superintendent of Insurance and Registrar of Loans and Trust Corporations	A11	Public Protection
Consumer Protection	A11	Public Protection
Business Incorporations	A11	Public Protection



DEPARTMENT OF HEALTH

<u>PRESENT PROGRAMS</u>	<u>PRESENT ACTIVITIES</u>	<u>PROPOSED MINISTRY</u>
Departmental Administration	All	Health
Public Health	Environmental Health (parts) (A)	Environment/Health
	Remainder of Program	Health
	Schools for Registered Nursing Assistants (A)	College and University Affairs
Mental Health	All	Health
Health Services Insurance	All	Health
Health Insurance Registration	All	Health
Ontario Hospital Services	All	Health



DEPARTMENT OF HIGHWAYS (Now Transportation and Communications)

<u>PRESENT PROGRAMS</u>	<u>PRESENT ACTIVITIES</u>	<u>PROPOSED MINISTRY</u>
Departmental Administration	A11	Transportation and Communications
Road Maintenance	A11	Transportation and Communications
Road Construction	A11	Transportation and Communications
GO Transit	A11	Transportation and Communications
Ontario Seasonal Employment	A11	Transportation and Communications



DEPARTMENT OF JUSTICE

<u>PRESENT PROGRAMS</u>	<u>PRESENT ACTIVITIES</u>	<u>PROPOSED MINISTRY</u>
Law Officer of the Crown	A11 - including Legal Aid and Royal Commissions	Attorney General
Crown Legal Services	A11	Attorney General
Legislative Counsel Services	A11	Attorney General
Courts Administration	A11	Attorney General
Guardian Trustee Services	A11	Attorney General
Law Research and Development	A11	Attorney General
Probation Services	A11	Correctional Services
Property Rights Registration System	A11	Public Protection
Public Safety	A11 - includes Land Compensation and Compensation for Victims of Crime	Public Protection
Supervision of Police Forces	A11	Public Protection
<u>Ontario Provincial Police</u>		
Departmental Support	A11	Public Protection
Traffic Law Enforcement	A11	Public Protection
Criminal and General Law Enforcement	A11	Public Protection





DEPARTMENT OF LABOURPRESENT PROGRAMSPRESENT ACTIVITIESPROPOSED MINISTRY

Safety and Technical Services

All

Public Protection

Industrial Relations

All

Labour

Manpower Development

Industrial Training

College and University Affairs

Women's Bureau

Labour

Human Rights Commission

All

Public Protection  
Alternative: Labour

Employment Standards

All

Labour

Athletics Commission

All

Public Protection

Departmental Administration

Labour Safety Council

Public Protection  
Alternative: Labour

Executive Director Manpower Services

College and University Affairs



DEPARTMENT OF LANDS AND FORESTS

PRESENT PROGRAMS

PRESENT ACTIVITIES

PROPOSED MINISTRY

Resource Protection and Development

All

Natural Resources

Recreation

All (includes provincial parks)

Natural Resources

Departmental Administration

All (includes Youth Corps-S.W.E.E.P.)

Natural Resources



DEPARTMENT OF MINES AND NORTHERN AFFAIRS

<u>PRESENT PROGRAMS</u>	<u>PRESENT ACTIVITIES</u>	<u>PROPOSED MINISTRY</u>
Provincial Geological Services	All	Natural Resources
General Services for the Mining Public	All	Natural Resources
Ontario Energy Board	All	Natural Resources
Mine Safety and Public Protection	All	Public Protection Alternative: Natural Resources
Northern Affairs	All	Finance and Intergovernmental Affairs



DEPARTMENT OF MUNICIPAL AFFAIRS

<u>PRESENT PROGRAMS</u>	<u>PRESENT ACTIVITIES</u>	<u>PROPOSED MINISTRY</u>
Planned Development of Municipalities	All	Finance and Intergovernmental Affairs
Effective Local Government	All	Finance and Intergovernmental Affairs
Ontario Municipal Board	All	Finance and Intergovernmental Affairs
Tax Diminution	All	Finance and Intergovernmental Affairs
Provincial Assessment	Proposed:	Finance and Intergovernmental Affairs
	Policy determination	Revenue and Government Services
Assessment Review Court	Administration of Assessment program	Finance and Intergovernmental Affairs





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DEPARTMENT OF THE PRIME MINISTER

PRESENT PROGRAMS

PRESENT ACTIVITIES

PROPOSED MINISTRY

No analysis has been made for this Department except that it is recommended that the Niagara Parks Commission report to the Minister of Natural Resources.



DEPARTMENT OF PROVINCIAL SECRETARY AND CITIZENSHIP

<u>PRESENT PROGRAMS</u>	<u>PRESENT ACTIVITIES</u>	<u>PROPOSED MINISTRY</u>
Community Services	A11	Housing and Social Services
Registrar General	A11	Public Protection
Legislative Services	Not allocated to any particular Ministry. Possible allocation to Speaker's Office.	
Departmental Administration	Ontario-Quebec Permanent Commission	Finance and Intergovernmental Affairs
	Communications and Special Services (Government Hospitality Fund)	Not allocated
	Ministers without Portfolio	Not allocated
	Remainder of administrative services	To be allocated



DEPARTMENT OF PUBLIC WORKS

PRESENT PROGRAMS

PRESENT ACTIVITIES

PROPOSED MINISTRY

Departmental Administration

All

Revenue and Government Services

Provision of Accommodation

All

Revenue and Government Services

Central Services

All

Revenue and Government Services



DEPARTMENT OF REVENUE

PRESENT PROGRAMS

PRESENT ACTIVITIES

PROPOSED MINISTRY

Departmental Administration

All

Revenue and Government Services

Administration of Taxes

All

Revenue and Government Services

Province of Ontario Savings Office

All

Revenue and Government Services





DEPARTMENT OF SOCIAL AND FAMILY SERVICES

PRESENT PROGRAM

PRESENT ACTIVITIES

PROPOSED MINISTRY

Social Development Program

All

Housing and Social Services

Children's Services

Day Nursery Services

Education

All other activities

Housing and Social Services

Departmental Administration

All

Housing and Social Services

Note: Soldiers Aid Commission



DEPARTMENT OF TOURISM AND INFORMATION

<u>PRESENT PROGRAMS</u>	<u>PRESENT ACTIVITIES</u>	<u>PROPOSED MINISTRIES</u>
Tourism	Promotion Services	Trade and Industry
	Planning and Development	Trade and Industry
	Research	Trade and Industry
	St. Lawrence Parks Commission	Natural Resources
	Historical Parks	Natural Resources
Archives and History and Records Management	All	College and University Affairs
Centennial Centre of Science and Technology	All	College and University Affairs
Theatres	All	Public Protection



DEPARTMENT OF TRADE AND DEVELOPMENT

<u>PRESENT PROGRAMS</u>	<u>PRESENT ACTIVITIES</u>	<u>PROPOSED MINISTRY</u>
Trade and Industrial Development	A11	Trade and Industry
General Development (includes Ontario Place)	A11	Trade and Industry
Industrial Incentives and Development	A11	Trade and Industry
Ontario Housing	A11	Housing and Social Services
Ontario Economic Council	Not allocated	
Departmental Administration	Information Services Ontario House	Trade and Industry



DEPARTMENT OF TRANSPORT (Now Transportation and Communications)

<u>PRESENT PROGRAMS</u>	<u>PRESENT ACTIVITIES</u>	<u>PROPOSED MINISTRY</u>
Common Carriers	All	Transportation and Communications
Transportation	All	Transportation and Communications
Vehicles and Drivers	All	Public Protection
Motor Vehicle Accident Claims	All	Public Protection





# DEPARTMENT OF TREASURY AND ECONOMICS

## PRESENT PROGRAMS

Policy Planning

Economic and Statistical Services

Finance

Government Accounting

Proposed that: Policy determination

Activities including

Government Accounting Services )

Government Accounting Systems )

Government Accounting Services )

Government Banking and Cheque )

Writing Services )

Government Benefit Plans

Supervision of Employers Pension Plans

Computer Services

Regulation of Horse Racing  
(This was recently  
transferred to Department  
of Financial and Commercial  
Affairs).

## PRESENT ACTIVITIES

All

All

All

Proposed that: Policy determination

Activities including

Government Accounting Services )

Government Accounting Systems )

Government Accounting Services )

Government Banking and Cheque )

Writing Services )

All

All

All

All

## PROPOSED MINISTRY

Finance and Intergovernmental Affairs

Finance and Intergovernmental Affairs

Finance and Intergovernmental Affairs

Finance and Intergovernmental Affairs

Revenue and Government Services

Revenue and Government Services

Public Protection

Revenue and Government Services

Public Protection



TREASURY BOARD

PRESENT PROGRAMS

Treasury Board Secretariat

PRESENT ACTIVITIES

All activities except Management  
Services

Management Services

Committee on Government Productivity

Treasury Board

PROPOSED MINISTRY

Treasury Board

Revenue and Government Services



DEPARTMENT OF UNIVERSITY AFFAIRS

PRESENT PROGRAMS

University Support

University Policy

Departmental Administration

PRESENT ACTIVITIES

A11

A11

A11

PROPOSED MINISTRY

College and University Affairs

College and University Affairs

College and University Affairs



DEPARTMENTS AND OFFICES NOT ANALYZED OR ALLOCATED

Department of the Prime Minister

Note: Niagara Parks Commission could report to Minister of Natural Resources

Office of the Provincial Auditor

Note: Previous recommendations of C.O.G.P. regarding post-audit.

Office of the Speaker

- Note:
1. Programs and activities are as shown in the Government's Expenditure Estimates 1971-72 and do not reflect any subsequent departmental organizational changes.
  2. Boards, Agencies and Commissions have not been included except where they were shown as part of a departmental program.





POLICY FIELDS AND MINISTRIES

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Revised Nov. 24.71/DL.mjd



## POLICY FIELDS AND MINISTRIES

### SOCIAL DEVELOPMENT POLICY FIELD

MINISTRIES:	
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## EXPLANATORY

- (1) Programs (P), Activities (A), and Departmental names are as shown in Expenditure Estimates 1971/72.
- (2) Departmental Support and Administration Programs have not been included except for activities directly related to the responsibility areas listed in this Report.
- (3) Boards, Agencies and Commissions have not been included except where they were shown in the Expenditure Estimates as being part of a departmental program or activity.
- (4) The following Departments and offices were not analyzed for this Report:
  - Department of the Prime Minister,
  - Department of Civil Service, and
  - Office of the Provincial Auditor.
- (5) The following program from the Department of Provincial Secretary and Citizenship was not allocated:
  - Legislative Service Program.



PROPOSED MINISTRY - COLLEGE AND UNIVERSITY AFFAIRS			
PROPOSED RESPONSIBILITY AREAS	PRESENT PROGRAM OR ACTIVITY	POLICY FIELD - SOCIAL DEVELOPMENT	CURRENT DEPARTMENT OR AGENCY
Post Secondary Education	University Support - part (P)		University Affairs
	- Support to Universities & Colleges		
	- Student Awards		
	University Policy (P)		University Affairs
	- Committee on University Affairs		
	- other Advisory Bodies		
	Continuing Education (P)		Education (Program transferred to Dept. of College & Univ. Affairs)
	- Colleges of Applied Arts and Technology		
	- Ryerson Polytechnical Institute		
	- Adult Training		
Cultural and General Education	Agricultural Education (A)		Agriculture and Food
	Schools for Registered Nursing Assistants (A)		Health
	Industrial Training (A)		Labour
	University Support - part (P)		University Affairs
	- Support to Related Institutions and Organizations: including		
	- Art Gallery of Ontario		
	- Royal Ontario Museum		
	Ontario Educational Communications Authority (A)		Education
	Public and Regional Library Services (A)		Education
	Centennial Centre of Science and Technology (P)		Tourism and Information
	Archives and History and Records Management (P)		Tourism and Information
	- Archives and History		
	- Records Management		





PROPOSED RESPONSIBILITY AREAS	PROPOSED MINISTRY - EDUCATION		PRESENT PROGRAM OR ACTIVITY	CURRENT DEPARTMENT OR AGENCY
	POLICY FIELD	- SOCIAL DEVELOPMENT		
Education Policy and Development	Formal Education K-13(part)(P)	Education	<ul style="list-style-type: none"> <li>- Curriculum Development</li> <li>- Registrar</li> <li>- Special Educational Services</li> <li>- Supervision</li> <li>- Teacher Education</li> </ul>	
	Assistance to School Authorities (P)	Education	<ul style="list-style-type: none"> <li>- Financial Assistance</li> <li>- Architectural Services</li> </ul>	
Special Education	Formal Education K-13(part)(P)	Education	<ul style="list-style-type: none"> <li>- Correspondence Courses</li> </ul>	
	Special Educational Services for the Handicapped (P)	Education	<ul style="list-style-type: none"> <li>- Ontario Schools for the Blind and Deaf</li> <li>- Educational programs in Ontario Hospital Schools</li> </ul>	
Field Services	Day Nursery Services (A)	Social and Family Services		
	Formal Education K-13 (part)(P)	Education	<ul style="list-style-type: none"> <li>- Regional Services</li> </ul>	
Student Activities	Student Summer Activities (P)	Education		



PROPOSED RESPONSIBILITY AREAS      PRESENT PROGRAM OR ACTIVITY      CURRENT DEPARTMENT OR AGENCY

Provision of General Health Facilities and Programs

Public Health (P)      Health

- Local Health Services
- Special Health Services
- Environmental Health Services (part)
- Laboratory Services

Ontario Hospital Services (P)      Health

- Operation of Hospitals and Related Facilities
- Construction of Hospitals and Related Facilities

Main Office (A)      Health

- Alcoholism and Drug Addiction Research Foundation
- Ontario Cancer Treatment and Research Foundation

Research and Planning Services (A)      Health

Mental Health (P)      Health

- Patient Services
- Grants to Mental Health Facilities

Health Services Insurance (P)      Health

- Claims Assessment and Payment
- Research and Development

Insurance Operations

Health Insurance Registration (P)      Health

- (H.I.R.B.)
- Insurance Services
  - Data Processing



PROPOSED MINISTRY - HOUSING AND SOCIAL SERVICES

POLICY FIELD - SOCIAL DEVELOPMENT

PROPOSED RESPONSIBILITY AREAS

PRESENT PROGRAM OR ACTIVITY

CURRENT DEPARTMENT OR AGENCY

Children and Family Services

Children's Services (P)

Social and Family Services

- Care, Prevention, Protection and Adoption
- Children and Youth Institutions

Social Development (part) (P)

Social and Family Services

- Family Services
- Rehabilitation Services
- Residential Care and Services for Adults

Community Services

Community Services (P)

Provincial Secretary & Citizenship

- Citizenship
- Community Development
- Indian Community

Community Services (P)

Education

- Youth Recreation and Leadership Training

Grants under the Community Centres Act(A)

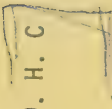
Agriculture and Food

Housing

Ontario Housing (P)

- Rental Housing
- Home Ownership

(This program also includes grants for housing for elderly persons)



Trade and Development/O. H. C

Financial Support

Social Development part (P)

Social and Family Services

- Income Maintenance
- Legal Aid Assessment



PROPOSED RESPONSIBILITY AREAS	PROPOSED MINISTRY - AGRICULTURE AND FOOD		
	PRESENT PROGRAM OR ACTIVITY	POLICY FIELD	- ENVIRONMENT & RESOURCES DEVELOPMENT
CURRENT DEPARTMENT OR AGENCY			
Agricultural Production	Agricultural Production (P)		Agriculture and Food
	- Extension		
	- Livestock Services		
	- Soils and Crops		
	- Agricultural and Horticultural Societies		
	- Crop Insurance		
	- Home Economics		
Agricultural Marketing	- Ontario Junior Farmer Loans		
	Agricultural Marketing (P)		Agriculture and Food
	- Marketing		
Agricultural Research and Development	- Quality Control of Agricultural Products		
	Agricultural Rehabilitation and Development (A.R.D.A.) (A)		Agriculture and Food
	Research and Services (A)		Agriculture and Food





PROPOSED RESPONSIBILITY AREAS	PROPOSED MINISTRY - ENVIRONMENT	
	POLICY FIELD	ENVIRONMENT & RESOURCES DEVELOPMENT
	PRESENT PROGRAM OR ACTIVITY	CURRENT DEPARTMENT OR AGENCY
Environmental Protection	Air Management (P)	Energy and Resources Management
	- Abatement	
	- Approvals and Criteria	
	- Meteorology and Air Quality	
	- Phytotoxicology	
	- Auto Emission Control	
	- Laboratory	
	Waste Management (P)	Energy and Resources Management
	Youth Corps (S.W.E.E.P.) (A)	Energy and Resources Management
	Management of the Quality and Quantity of Water (P)	Energy and Resources Management/OWRI
	- Sanitary Engineering	
	- Industrial Wastes	
	- Water Resources	
	- Environmental Quality	
	- Laboratory	
Management and Development of Sewage and Water Facilities	- Research	
	Environmental Health Services-part (A)	Health
	Provision of Sewage and Water Facilities and Related Funding (P)	Energy and Resources Management/OWRI
	- Project Development	
	- Construction	
	- Plant Operations	

\*NOTE: (1) The Department of Energy and Resources Management is now known as the Department of Environment.

(2) Policy determination for O.W.R.C. should be the responsibility of the Minister. The quasi-judicial and program delivery functions require further study.



PROPOSED MINISTRY - LABOUR			
PROPOSED RESPONSIBILITY AREAS	PRESENT PROGRAM OR ACTIVITY	POLICY FIELD	ENVIRONMENT & RESOURCES DEVELOPMENT CURRENT DEPARTMENT OR AGENCY
Industrial Relations	Industrial Relations (P)		Labour
	- Conciliation and Mediation Services		
	- Labour Relations Board		
	- Labour Management Arbitration Commission		
Employment Standards	Employment Standards (P)		Labour
	Women's Bureau (A)		Labour

\*NOTE: Human Rights Program is shown under Ministry of Public Protection. Alternatively, it could be placed in the Ministry of Labour.



PROPOSED RESPONSIBILITY AREAS	PROPOSED MINISTRY - NATURAL RESOURCES	
	POLICY FIELD	- ENVIRONMENT AND RESOURCES DEVELOPMENT
PRESENT PROGRAM OR ACTIVITY		CURRENT DEPARTMENT OR AGENCY
Land Management	Resource Protection and Development - part (P)	Lands and Forests
	- Forest Protection	
	- Extra Fire Fighting	
	- Lands	
	Junior Rangers (A)	Lands and Forests
	Youth Corps (S.W.E.E.P.)(A)	Lands and Forests
	Mining Lands (A)	Mines and Northern Affairs
	Judicial Services regarding Mining Lands (A)	Mines and Northern Affairs
	Renewable Resources Management (P)	Energy and Resources Management (now Dept. of Environment)
	- Field Services	
Renewable Resource Development	- Engineering and Technical	
	- Youth Corps (S.W.E.E.P.)	
	Timber (A)	Lands and Forests
Non-Renewable Resource Development	Recreation - part (P)	Lands and Forests
	- Fish and Wildlife	
	Provincial Geological Services (P)	Mines and Northern Affairs
	- Geological Services	
	- Laboratory Services for Departmental Geologists	
	Access to Resources (A)	Mines and Northern Affairs
	Research and Laboratories for Mining Public (A)	Mines and Northern Affairs



PROPOSED RESPONSIBILITY AREAS	PRESENT PROGRAM OR ACTIVITY	CURRENT DEPARTMENT OR AGENCY
Parks and Recreation	Recreation - part (P) - Parks	Lands and Forests
	Tourism - part (P) - St. Lawrence Parks Commission - Historical Parks	Tourism and Information
	Niagara Parks Commission	Prime Minister's Department
Energy	Ontario Energy Board	Mines and Northern Affairs





PROPOSED RESPONSIBILITY AREAS	PROPOSED MINISTRY - TRADE AND INDUSTRY		
	PRESENT PROGRAM OR ACTIVITY	POLICY FIELD	- ENVIRONMENT AND RESOURCES DEVELOPMENT CURRENT DEPARTMENT OR AGENCY
Tourism and Promotion	Tourism - part (P)		Tourism and Information
	- Promotion Services		
	- Planning and Development		
	- Research Services		
	Information Services (A)		Trade and Development
Trade and Industrial Development	Ontario House (A)		Trade and Development
	General Development (P)		Trade and Development
	- Ontario Place-Development & Operations		
	- General Project Development		
Industrial Assistance	Trade and Industrial Development (P)		Trade and Development
	- Industrial Development		
	- Trade Development		
	- Selective Immigration		
	Industrial Incentives and Development (P)		Trade and Development
	- Ontario Development Corporation		
	- Northern Ontario Development Corporation		



# PROPOSED MINISTRY - TRANSPORTATION AND COMMUNICATIONS

POLICY FIELD - ENVIRONMENT AND RESOURCES DEVELOPMENT

## PROPOSED RESPONSIBILITY AREAS

### PRESENT PROGRAM OR ACTIVITY

CURRENT DEPARTMENT OR AGENCY

## Transportation Planning

Highway and Transportation Research (A)

Highways

Transportation - part (P)

Transport

- Economic Analysis
- Research Services
- Engineering Services

## Transportation Construction

Airstrip Development (A)

Transport

Road Construction (P)

Highways

- Road Construction and Property Acquisition
- Development Roads
- Municipal Subsidies
- Construction Services
- Roads in Unincorporated Townships

## Transportation Operations

Road Maintenance (P)

Highways

- General Maintenance
- Winter Maintenance
- Repaving of Present Roads
- Municipal Subsidies
- District Administrative Services
- Development Roads
- Roads in Unincorporated Townships
- Supply and Special Services

G0 Transit (P)

Highways

- Lakeshore Rail Services
- Highway Bus Services
- Feeder Bus Services
- G0 Transit Administrative

Common Carriers (P)

Transport

- P.V. and P.C.V. Licensing
- P.V. and P.C.V. Enforcement



PROPOSED RESPONSIBILITY AREAS	PRESENT PROGRAM OR ACTIVITY	CURRENT DEPARTMENT OR AGENCY
Communications	Ontario Telephone Service (A)	Agriculture and Food
Seasonal Employment	Ontario Seasonal Employment (P)	Highways

\*NOTE; (1) All these programs and activities are now in the Department of Transportation and Communications.

(2) The Ontario Northland Transportation Commission has been transferred from the Department of Mines and Northern Affairs to the Department of Transportation and Communications.



PROPOSED RESPONSIBILITY AREAS	PROPOSED MINISTRY POLICY FIELD	- ATTORNEY GENERAL - JUSTICE	CURRENT DEPARTMENT OR AGENCY
Law Officer of the Crown	Law Officer of the Crown (P) - Minister and Deputy Minister - Royal Commissions - Contribution to Legal Aid Fund		Justice
Counsel and Advisory Services	Crown Legal Services (P) - Criminal Prosecutions and Appeals - Civil Litigation and Legal Advisory Services		Justice
Administration of Courts	Legislative Counsel Services (P) Courts Administration (P) - Administration of Supreme Court - Administration of County, District, Surrogate and Small Claims Courts - Administration of Provincial Courts	Justice Justice	
Trustee Services	Guardian and Trustee Services (P) - Official Guardian - Public Trustee		Justice
Research	Law Research and Development (P)		Justice





PROPOSED RESPONSIBILITY AREAS	PROPOSED MINISTRY		PRESENT PROGRAM OR ACTIVITY	POLICY FIELD		CURRENT DEPARTMENT OR AGENCY
	-	CORRECTIONAL SERVICES		-	JUSTICE	
Corrections and Rehabilitation			Rehabilitation of Adult Offenders (P)			Correctional Services
			- Care, Treatment and Training of Adult Offenders			
			- After care of Adult Offenders			
			- Ontario Board of Parole			
			Rehabilitation of Juveniles (P)			Correctional Services
			- Care, Treatment and Training of Juveniles			
			- After care of Juveniles			
			Probation Services (P)			Justice
			General Administration part (P)			Correctional Services
			- Institutional Services			
			- Professional Services			



PROPOSED RESPONSIBILITY AREAS	PROPOSED MINISTRY - PUBLIC PROTECTION		CURRENT DEPARTMENT OR AGENCY
	PRESENT PROGRAM OR ACTIVITY	POLICY FIELD - JUSTICE	
Consumer Protection and Corporate Affairs	Consumer Protection (P)		Financial and Commercial Affairs
	- Registration		
	- Inspection		
	- Examination		
	- Cemeteries Counselling Services		
	Ontario Securities Commission (P)		Financial and Commercial Affairs
	- Ontario Securities Commission		
	- Prospectus filing		
	- Investigation		
	- Registration		
	- Insider Trading		
	Superintendent of Insurance and Registrar of Loan and Trust Corporation (P)		Financial and Commercial Affairs
	- Agencies		
	- Examination		
	- Legal, Research and Development		
	Business Incorporation (P)		Financial and Commercial Affairs
	- Incorporations		
	- Corporate Records		
	Supervision of Employers' Pension Plans (P)		Treasury and Economics
	Lotteries (A)		Financial and Commercial Affairs
	Regulation of Horse Racing (P)		Treasury and Economics (transferred to Financial and Commercial Affairs)
	Athletics Commission (P)		Labour



PROPOSED RESPONSIBILITY AREAS	PRESENT PROGRAM OR ACTIVITY	CURRENT DEPARTMENT OR AGENCY
Public Safety	Public Safety - part (P) <ul style="list-style-type: none"> <li>- Fire Safety Services</li> <li>- Emergency Measures</li> <li>- Coroner's Investigations and Inquests</li> <li>- Centre for Forensic Sciences</li> </ul>	Justice
	Safety and Technical Services (P) <ul style="list-style-type: none"> <li>- Operating Engineers</li> <li>- Boiler Inspection</li> <li>- Elevator Inspection</li> <li>- Construction Safety</li> <li>- Industrial Safety</li> <li>- Energy</li> <li>- Uniform Building Standards</li> </ul>	Labour
	Mine Safety and Public Protection (P) <ul style="list-style-type: none"> <li>- Mine Inspection</li> <li>- Research</li> </ul>	Mines and Northern Affairs
	Vehicles and Drivers (P) <ul style="list-style-type: none"> <li>- Driver Examination</li> <li>- Licensing of Drivers</li> <li>- Driver Control</li> <li>- Vehicle Safety Inspection</li> <li>- Highway Safety Coordination and Promotion</li> <li>- Registration of Vehicles</li> </ul>	Transport (now Transportation and Communications)
	Labour Safety Council (P)	Labour
	Theatres (P)	Tourism and Information
	Supervision of Police Forces (P) <ul style="list-style-type: none"> <li>- Ontario Police Commission</li> <li>- Police Training</li> </ul>	Justice
	Ontario Provincial Police <ul style="list-style-type: none"> <li>- Traffic Law Enforcement (P)</li> <li>- Criminal and General Law Enforcement (P)</li> </ul>	Justice/O.P.P.



PROPOSED RESPONSIBILITY AREAS	PRESENT PROGRAM OR ACTIVITY	CURRENT DEPARTMENT OR AGENCY
Compensation to the Public	<p>Public Safety - part (P)</p> <ul style="list-style-type: none"> <li>- Compensation to Victims of Crime</li> <li>- Expropriation Investigations and Conciliation</li> <li>- Land Compensation Board</li> </ul>	Justice
Registration of Rights and Vital Statistics	<p>Motor Vehicle Accident Claims (P)</p> <p>Property Rights Registration (P)</p> <ul style="list-style-type: none"> <li>- Real Property Registration</li> <li>- Title and Survey Examinations</li> <li>- Personal Property Security Registration System</li> </ul>	<p>Transport (now Transportation and Communications)</p> <p>Justice</p>
Human Rights	<p>Registrar General (P)</p> <p>Human Rights Commission (P)</p>	<p>Provincial Secretary and Citizenship</p> <p>Labour</p>





PROPOSED RESPONSIBILITY AREAS	PRESENT PROGRAM OR ACTIVITY	CURRENT DEPARTMENT OR AGENCY
Urban and Regional Development	<p>Planning Development of Municipalities(P) Municipal Affairs</p> <ul style="list-style-type: none"> <li>- Administration of Planning Act</li> <li>- Promotion of planning function</li> <li>- Research and special studies</li> </ul> <p>Effective Local Government (P) Municipal Affairs</p> <ul style="list-style-type: none"> <li>- Municipal Accounting, Finance, and Subsidies</li> <li>- Municipal Organization and Administration</li> <li>- Municipal Research</li> </ul>	
	Regional Development (A) Treasury and Economics	
	Northern Affairs (P) Mines and Northern Affairs	
Economic and Fiscal Policy Planning	<p>Policy Planning - part (P) Treasury and Economics</p> <ul style="list-style-type: none"> <li>- Taxation and Fiscal Policy</li> <li>- Economic Planning</li> </ul> <p>Economic and Statistical Services (P) Treasury and Economics</p> <ul style="list-style-type: none"> <li>- Economic analysis</li> <li>- Ontario Statistical Centre</li> <li>- Systems and Programming</li> </ul>	
Finance	<p>Finance (P) Treasury and Economics</p> <ul style="list-style-type: none"> <li>- Finance Management &amp; Executive</li> <li>- Securities Control</li> </ul> <p>(This includes Public Debt and Development Loans)</p> <p>Tax Diminution (P) Municipal Affairs</p>	



PROPOSED MINISTRY - FINANCE AND INTERGOVERNMENTAL AFFAIRS

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PROPOSED RESPONSIBILITY AREAS	PRESENT PROGRAM OR ACTIVITY	CURRENT DEPARTMENT OR AGENCY
Governmental Relations	Ontario-Quebec Permanent Commission (A)	Provincial Secretary and Citizenship
	Federal-Provincial Affairs (A)	Treasury and Economics

\*NOTE: The possible relationships to this Ministry of the  
 Ontario Municipal Board,  
 Assessment Review Court, and  
 Ontario Economic Council  
 will require further study.



# PROPOSED MINISTRY – REVENUE AND GOVERNMENT SERVICES

PROPOSED RESPONSIBILITY AREAS	PRESENT PROGRAM OR ACTIVITY	CURRENT DEPARTMENT OR AGENCY
Revenue Collection	<p>Administration of Taxes (P)</p> <ul style="list-style-type: none"> <li>- Retail Sales Tax and other Taxes</li> <li>- Gasoline and Tobacco Tax</li> <li>- Corporations and Logging Tax</li> <li>- Succession Duty</li> </ul>	Revenue
Government Accounting	<p>Government Accounting (P)</p> <ul style="list-style-type: none"> <li>- Accounting Services</li> <li>- Accounting Systems Services</li> <li>- Banking and Cheque Writing Services</li> </ul>	Treasury and Economics
Government Pension and Benefit Plans	<p>Government Benefit Plans (P)</p> <ul style="list-style-type: none"> <li>- Government Pension Plans</li> <li>- Government Group Insurance</li> </ul>	Treasury and Economics
Management and Technical Services	<p>Computer Services (P)</p> <ul style="list-style-type: none"> <li>- Data Processing</li> </ul>	Treasury and Economics
Management of Property	<p>Management Services (A)</p> <p>Provision of Accommodation (P)</p> <ul style="list-style-type: none"> <li>- Real Estate</li> <li>- Design and Construction</li> <li>- Management of Buildings</li> </ul>	<p>Treasury Board</p> <p>Public Works</p>
Assessment of Property	<p>Provincial Assessment (P)</p> <ul style="list-style-type: none"> <li>- Assessment Education</li> <li>- Assessment Standards</li> <li>- Assessment Field Services</li> </ul>	Municipal Affairs
Supply and Central Services	<p>Central Services (P)</p> <ul style="list-style-type: none"> <li>- General Supply Services</li> <li>- Purchasing Services</li> <li>- Printing, Publishing, Duplicating (includes Queen's Printer &amp; Publisher)</li> <li>- Telephone Services</li> </ul>	Public Works



PROPOSED RESPONSIBILITY AREAS	PRESENT PROGRAM OR ACTIVITY	CURRENT DEPARTMENT OR AGENCY
Supply and Central Services (cont'd)	Central Services (P) (cont'd)	Public Works
	<ul style="list-style-type: none"> <li>- Mailing Services</li> <li>- Stationery and Office Supplies</li> <li>- Government Exhibits *</li> <li>- Trucking Services and Vehicle Repair</li> </ul>	

\* Alternative for Government Exhibits would be in the Tourism and Promotion Responsibility Area in Ministry of Trade and Industry.





## SUMMARY OF RECOMMENDATIONS

In its Second Interim Report the Committee on Government Productivity recommended that:

- 5.1 The government consider the increased use of Cabinet committees and the provision of the necessary support staff.
- 5.2 The Cabinet establish two senior Cabinet committees, the Policy and Priorities Committee and the Management Committee.
- 5.3 The chairmen of these committees be ministers without operating responsibility.
- 5.4 The Cabinet establish a Legislation Committee.
- 5.5 The Cabinet establish Coordinating Committees.
- 5.6 The Cabinet committees be supported by additional secretarial resources.
- 5.7 The Cabinet accept more formalized procedures.

In this Third Interim Report C.O.G.P. further recommends that:

- 8.1 Policy Ministers without operating responsibilities be appointed to devote full-time attention to the setting of priorities, to providing leadership in policy development, and in the coordination of related programs of government within their respective policy fields.
- 8.2 The Policy and Priorities Board of the Cabinet be composed of the Prime Minister, as Chairman, the Chairman of the Management Board of the Cabinet, the Minister of Finance and Intergovernmental Affairs, and the Policy Ministers.
- 8.3 A Social Development Policy Field be established containing the following Ministries: College and University Affairs, Education, Health, and Housing and Social Services.



- 8.4 An environment and Resources Development Policy Field be established, to contain the following Ministries: Agriculture and Food, Environmental Management, Labour, Natural Resources, Trade and Industry, and Transportation and Communications.
- 8.5 A Justice Policy Field be established containing the following Ministries: Attorney General, Correctional Services, Public Protection.
- 8.6 Policy field committees of Cabinet be established. In each case, the membership of these committees would be all of the Ministers within a particular policy field, chaired by their Policy Minister.
- 8.7 A Ministry of Finance and Intergovernmental Affairs be established.
- 8.8 Parliamentary Assistants be appointed to assist the Minister of Finance and Intergovernmental Affairs.
- 8.9 A Ministry of Revenue and Government Services be established with primary responsibility for:
  - a) administering the collection of revenues, and
  - b) the provision of common services.
- 8.10 The Minister of Revenue and Government Services be a member of the Management Board.
- 8.11 The following principles be applied in the delivery of common services:
  - a) policy and standards on the delivery and use of common services be approved and promulgated by the Management Board;
  - b) charges for services provided by the Ministry of Revenue and Government Services be levied to customer ministries on a full-cost basis;
  - c) Ministries be allowed to obtain services within or outside the Government;
  - d) some of the common services need not be centralized under the Ministry of Revenue and Government Services but could be delegated to units within Ministries that have specialized expertise.



- 8.12 The Management Board consist of a full-time Chairman, at least one Minister from each policy field, the Minister of Finance and Intergovernmental Affairs, and the Minister of Revenue and Government Services.
- 8.13 The Chairman of the Civil Service Commission report to the Management Board.
- 8.14 The Department of the Civil Service cease to exist and that its staff become the staff of the Civil Service Commission.
- 8.15 The Chairman of the Civil Service Commission cease to be known as the Deputy Minister of the Department of the Civil Service, but that he continue to have Deputy Minister status.
- 8.16 One or more Commissioners with personnel expertise be appointed to the Civil Service Commission from outside the Public Service.
- 8.17 The Civil Service Commission continue to provide advice on personnel policy to the Management Board and personnel services to Ministries. Ministries be allowed the option of providing themselves, purchasing from the Civil Service Commission or from outside Government, such personnel services as recruiting and staff training.
- 8.18 The decision to leave the central supply of personnel services within the Government with the Civil Service Commission be reviewed by the Management Board within 5 years, with the object of transferring some of those services to the Ministry of Revenue and Government Services.
- 8.19 The Management Board restrict itself to control functions and that all service functions, except those affecting personnel, be transferred to the Ministry of Revenue and Government Services.



- 8.20 A small secretariat be established for each policy field to provide the Policy Minister with analytical and administrative support. These appointments should be for a specific, renewable term (2 to 5 years). The search for suitable candidates should not be restricted to the public service.
- 8.21 A Secretary with the status of a Deputy Minister be appointed to head each policy field secretariat. These appointments, that of the Deputy Minister of Finance and Intergovernmental Affairs, the Secretary to the Management Board, the Secretary to the Cabinet, and the Deputy Minister of the Department of the Prime Minister should be for a specific, renewable term (2 to 5 years). The search for suitable candidates should not be restricted to the public service.
- 8.22 An advisory and support group for the Policy and Priorities Board be formed, made up of the three policy field Secretaries, the Deputy Minister of Finance and Intergovernmental Affairs, the Deputy Minister of the Department of the Prime Minister, the Secretary to the Management Board, and the Secretary to the Cabinet, who would act as Chairman.
- 8.23 The Secretary to the Cabinet provide the Policy and Priorities Board and all other committees of Cabinet, except the Management Board, a committee secretary to assist in the preparation of agenda and minutes, in order to ensure consistency of format and coordination of information flow.







